Appendix C

ILC IMPLEMENTATION PLAN

Purpose

The purpose of this Implementation Plan is to lay out the required actions that must be accomplished to move the ILC Initiative from this workshop into reality for the Marine Corps. This document is the starting point for subsequent project managers to execute the next steps of the ILC Initiative. Starting with an overview and general program objectives, it discusses the strategies for institutionalization, implementation, identifies roles and responsibilities and lists key events necessary to support the vision and objectives of this Initiative. Overall management of the Initiative is broken into four tracks with a series of tasks under each major track.

CDS Integration

The ILC Initiative is an emerging operational concept that will be input into the Combat Development System (CDS) through the Capabilities Assessment Council (CAC). The CAC will utilize the Concept Based Requirements Process (CBRP) to frame the ILC Initiative, desired capabilities and future requirements. The ILC Initiative will be assessed against the Doctrine, Organization, Training and Education, Equipment, and Support and Facilities (DOTES) pillars to ensure proper integration across all functional organizations. Once validated by the CAC, the Initiative will be documented by an Integrated Needs Statement (INS) and tasked to appropriate process owners for action.

The INS will provide the ILC Initiative with a reference point for the initiation, tracking and integration of related DOTES actions. Once the INS is approved by the CAC it will become the basis of action for any of the processes. A MCCDC (WDID) capability integrator will track and coordinate a Capability Integration Plan (CIP). The CIP will be chaired by the WDID integrator and form an Integrated Capability Team (ICT). This ICT will include membership from each of the major Marine Corps process owners and other functional organizations.

Once the ILC Initiative is entered into the CDS, it becomes part of the CBR process. CG, MCCDC, as the CBRP process owner, will coordinate with CG, MATCOM, as the Marine Corps Lifecycle Management (MCLM) process owner while ILC capabilities are being determined, assessed, programmed and fielded. These required capabilities will cut across all DOTES pillars.

ILC IMPLEMENTATION OBJECTIVES

The ILC implementation objectives define how the Marine Corps will accomplish transformation activities to support the improved paradigm. Executing these strategies relies upon proper resourcing, the use of project planning tools, and supporting methodologies.

A specialized core team formed from a strategic alliance between MCCDC, MARFORs, MATCOM and other process owners, partnered with academia and commercial industry must be assembled to manage and accomplish the ILC Initiative. In order to move quickly the Marine Corps can leverage industry and academic experience to efficiently pursue the fundamentals of the ILC Initiative. This team is required immediately and is considered to be key for buy-in and streamlining processes associated with the ILC Initiative.

Quantifiable quick wins emerging from proof of concept applications and pilot tests must be realized. This objective provides momentum, is an effective enabler of the change process, and quantifies the savings anticipated from improved paradigms and realigned inventory management policies.

Effective management of policy and procedure changes is key to program success. These best practices must be integrated into Marine Corps doctrine and policy to ensure that these concepts transcend the ILC Initiative. Failing to accomplish this places the Initiative at a disadvantage, since all other changes are driven by these activities.

Logistics data management should be consolidated under a single process owner. This is a key requirement that drives the fundamentals of the ILC Initiative, because it defines the future architecture of how logistics systems will operate and signals a change in system design and development methodologies by separating data from the application.

Proven streamlined acquisition strategies, such as the approach used for the development of Materiel Capability Decision Support System (MCDSS) should be utilized. These strategies satisfied customer objectives for information availability and focused on an improved process for acquiring information technology.

CRITICAL SUCCESS FACTORS

Instituting these actions will not be a business-as-usual task. Since the program is revolutionary in many areas, it will face significant barriers from an institutional and professional level. It is insufficient simply to identify barriers. There must be a strategy to reduce the barriers and achieve buy-in as part of an on-going, complementary process. The critical success factors listed below are those things which must be accomplished for the ILC Initiative to be successful. They are organized into roughly chronological groupings: maintaining momentum from the ILC conference, achieving buy-in both within and outside the Marine Corps and executing the implementation plan aggressively.

Maintain Momentum

- Maintain momentum to ensure rapid ILC implementation.
- Establish a strategic alliance between MCCDC, MARFORs and MATCOM to manage the ILC Initiative.
- Identify and support a single Marine Corps process owner for material management and distribution.
- Ensure that sufficient resources are provided in order to implement ILC Initiative.

Obtain Buy-in

- Obtain buy-in at all key decision points within the Marine Corps.
- Ensure that the ILC Initiative is input into the Combat Development System (CDS).
- Work with DoD/GSA to get them to institutionalize the Quadrant Model in DLA/GSA/other Services.
- Work with DoD to ensure Marine Corps ability to re-invest the ILC Initiative savings.

Execute Aggressively

- Develop metrics to evaluate success of ILC Initiative through the pilot and full implementation.
- Make data-sharing and information availability across functional applications the primary requirement for integrating logistics strategies and applications.
- Integrate the ILC Initiative concepts into the acquisition process.
- Streamline acquisition processes for development or procurement of information systems.

- Form a long-term strategic relationship to augment core competencies in the areas of data and technical architecture industry best practices, and change management.
- Instruct Marine Corps contracting offices and work with other Services contracting offices to make the ILC Initiative happen, specifically in terms of long term vendor relationships.
- Ensure that Marine Corps supply functions and USMC/DoD distribution functions are aligned in order to allow us to move from an inventory based to a distribution based replenishment model.

ACTION PLANNING

The ILC Initiative requires aggressive management and evolutionary strategies to accomplish the desired results. The Initiative is organized to integrate policy, acquisition, and organizational changes into a single process. This process requires several strong tracks to focus on specific areas of work, and an overall program track to

coordinate the transformation planning and develop a more efficient paradigm. A diagram of the potential organizational relationship is shown in Figure C-1.

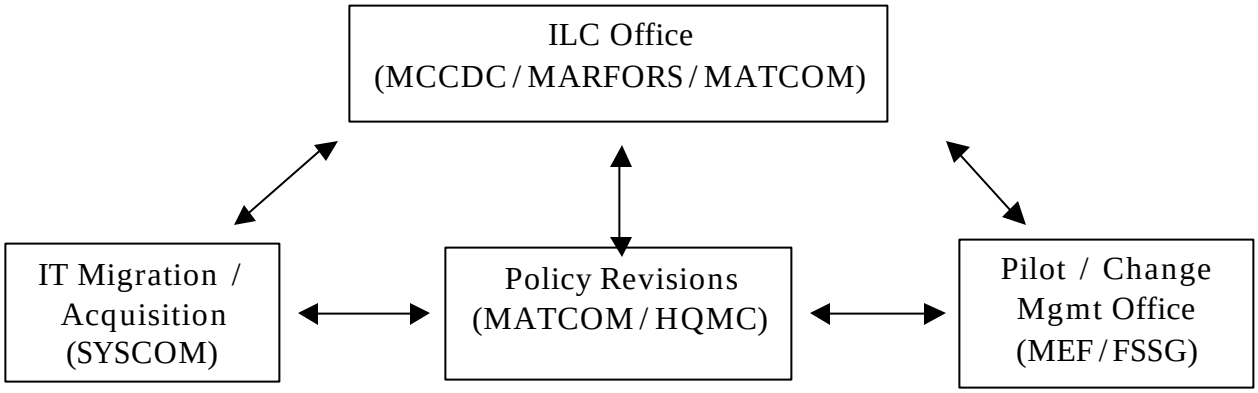


Figure C-1: Organizational Relationships

ILC Initiative Management

The ILC Initiative will be managed through a strategic alliance between MCCDC, MARFORs, and MATCOM. The Initiative will be separated into distinct project tracks including doctrine and policy revision and procedural changes, managed by the MATCOM / HQMC; IT migration and acquisition, managed by the Program Manager for Information Systems (MATCOM / SYSCOM); and organizational change and transformational modeling, managed by a selected MEF / FSSG.

The continual responsibilities of the MCCDC / MARFOR / MATCOM team include integration of the three project tracks, executing the communications plan, managing identified action items and further explorations and overall project management for the ILC Initiative. The immediate high level activities to be accomplished are:

- Develop a Plan of Actions and Milestones for the ILC Initiative.
- Induct the ILC Initiative into the Combat Development System at MCCDC.
- Write the Execution Order for the ILC Initiative.
- Integrate the ILC Initiative into the CMC's Planning Guidance (CPG).
- Develop Memoranda of Agreement (MOAs) amongst MATCOM, MCCDC and the selected MEF to facilitate planning, execution and monitoring of the pilot test sites.
- Arrange for funding of pilot project.
- Develop the steps to institutionalize the Quadrant Model of Materiel Management.

Process Improvements and Procedural Revision

The initial step to improving logistic support is to recognize and amend the current policy areas that are redundant, inefficient and inappropriate to the ILC Initiative. The responsibility for reviewing, rewriting and validating policy will be accomplished by the project track managed by MATCOM / HQMC. The continual responsibilities of this

track include evaluation and report of policy lessons learned from other logistics Initiatives, coordination of policy changes and procedural revisions with MCCDC and evaluating the impact of policy changes relative to process improvement and proposed organizational changes. The immediate high level activities that need to be accomplished by this track include:

- Obtain waivers as required for the execution of pilot programs.
- Identify and revise all doctrinal publications affected by the ILC Initiative.
- Identify and revise all Marine Corps Orders and Policies affected by the ILC Initiative.
- Review and publish changes to technical publications.
- Develop and publish realignment of T/O's and T/E's in support of the ILC Initiative.

Organizational Transformation

One of the key measures of building trust in the logistics system will be the successful piloting of the ILC Initiative to the warfighters, ensuring that the organizational transformation issues are clearly analyzed and planned for. This program track will be responsible for planning, developing and executing the pilot activities that will be used to validate the ILC Initiative. Additionally, this track will be responsible for documenting the lessons learned in order to improve functional design of systems, implementation plans and organizational transformation efforts for the entire enterprise. The immediate high level actions that need to be taken by this track include:

- Execute small-scale demonstrations (pilots) of the proposed process and organizational changes.
- Evaluate and report on lessons learned from the demonstrations.
- Evaluate impacts of process improvement and organizational changes.
- Identify waivers required to run pilot programs.

Information Technology Migration / Acquisition

Information technology enables the identified business process improvements and will allow decision makers access to the data needed to make critical C2 decisions. The primary purpose of this track is to establish life cycle materiel management policy for the acquisition, support and maintenance of logistics information systems, driven down to the active management of that process. This track must move rapidly to maintain momentum for the ILC Initiative by accelerating acquisition management and streamlining procedures to provide full-scale integration support and keep pace with technology transfer time-lines. Additionally, acquisition requirements must be met and the systems must comply with required DoD and Marine Corps technical standards. Other continual responsibilities of this office include insuring that the collection of results from ACTDs and pilot programs are fed into functional requirements for development of systems and evaluating impact of acquisition improvements and

technology transfer on emerging doctrine. This track will also coordinate with the organizational transformation project and institutionalize small-scale demonstration models. The immediate high level actions required by this group are:

- Modify the development strategies and functional requirements to ensure that the ATLASS II+ and TC-AIMS II systems can share data between them.
- Establish a Systems Realignment and Categorization (SRAC) Team to evaluate the 140+ potential legacy systems for migration and create a detailed strategy for migration of those systems that integrates with acquisitions of new systems.
- Create a web-based user capability for logistics systems.
- Provide SECREP asset visibility and management capability.
- Implement a "messaging backbone" architecture to be used to allow efficient transfer of data.
- Build a technical architecture upon which a shared data environment can be leveraged among emerging and migrating system.

ORGANIZATIONAL ROLES AND RESPONSIBILITIES

Clearly defined roles and responsibilities are critical to defining the execution boundaries for the ILC Initiative and producing a coordinated effort that can be managed by a strategic alliance between MCCDC and MATCOM with support from HQMC. These roles and responsibilities identify the various program elements and responsibilities for the timely and efficient completion of tasks. These tasks are not intended to include every task that must be completed to accomplish the activity, but the major subsets that the ILC Team considered in determining this implementation plan. The program track responsible for overall completion of a high level activity shall ensure that detailed plans to accomplish objectives are developed using this plan.

- **MCCDC/MARFORs/MATCOM** establish and maintain a strategic alliance.
  - Identify the range and depth of resources necessary to accomplish the ILC initiative.
  - Manage and validate the ILC Initiative through an accelerated DOTES assessment.
  - Develop logistics IT operational architecture.
  - Facilitate the establishment of organizational relationships required to create the pilot site.
  - Serve as the ILC Initiative spokesman and accomplish the communication plan.
  - Serve as the community advocate for the ILC Initiative and demonstrate the program utility for improved materiel readiness and life-cycle management.
  -
  - Coordinate all activities of the primary project tracks (information technology, policy / procedure changes and organizational reform).

- Present the efficiencies of the ILC Initiative to the Marine Corps leadership.
- Serve as a custodian of lessons learned from the ILC Initiative.
- Apply best business practices identified by the ILC Initiative to enhance materiel readiness.
- Enhance the SCOR model developing an integrated Marine Corps Logistics operational reference model.
- Execute necessary policy and procedures revisions for the ILC initiative.

- **MATCOM/MARCORSYSCOM** accomplishes acquisition planning, asses opportunities for improvement to life-cycle management and streamlines the process to satisfying information technology requirements and other technology transfer activities.

  - Identify information technology transfer requirements and supporting personnel qualifications necessary to sustain the ILC Initiative.
  - Develop data strategy for the ILC Initiative.
  - Accomplish streamlined and accelerated acquisition activities required to meet the objectives of the ILC Initiative.
  - Develop life cycle management strategies and procedures for logistics information systems to include technical transfer strategies, divestiture strategies and data standardization strategies using commercial best practices

- **HQMC (I&L)** provides coordination of the ILC Initiative as required.

  - Provide subject matter experts to enhance and support the ILC Initiative.
  - Provide high level metrics from other DoD Initiatives for comparison / validation of the ILC Initiative changes.
  - Execute infrastructure and transportation policy and procedure revisions for the ILC Initiative.

- **HQMC (C4I)** in coordination with **HQMC (P&R)** develop a portfolio management policy for IT that enables capability-centric programs that are consistent with the unified MAGTF C4I concept.

NEXT STEPS

The ILC Initiative provided a structured, disciplined, and focused approach to baselining our major Marine Corps logistics processes, by exploring opportunities and benefits for moving forward with the recommendations outlined below.

- **Form a strategic alliance between MCCDC/MARFORs/MATCOM and all other process owners.** The purpose of alliance is to leverage the CDS, to further investigate the broader implications of the ILC Initiative, in first the logistics/CSS community and second the Combat Support/Supporting Establishment community.

The following is a list of recommended action items that should be rapidly implemented through the CDS:

- **Move Fourth Echelon maintenance and SECREP management to Depot level.**

Removing fourth echelon maintenance responsibility from the FMF will permit realignment of resources toward their core competency and reduce the maintenance burden on operational units; this is a key step in creating a new business model and providing a more lean and lethal capability for the operating forced. The MATCOM will assume responsibility for SECREP management with products maintained on consignment at the retail level. This recommendation transitions accountability for products to a centralized account and reduces inventory maintained at the retail level. Asset visibility for SECREPs is a key requirement for this recommendation and is the central capability necessary for maximum return on investment.

- **Move Second and Third Echelon maintenance to the Intermediate level**.

  - This approach facilitates rapid deployment with a realigned and reduced structure. It also enables improvement in the maintenance inspection process and compresses equipment evacuation time lines. Substantial cost avoidance is verifiable in inventory consolidation, logistics technicians, tools equipment and publications. It contributes to improving the striking power of the operating forces through overhead reduction and consolidation.

  - Currently, third echelon maintenance is performed at the organizational level for some units, specifically Armor and AAV Battalions as well as some CLD communications equipment. This responsibility would additionally be shifted to the Intermediate Level to reap the same gains in effectiveness and efficiency noted for transferring the second echelon. Additionally, the supply functionality to support the ordering, tracking, reconciliation, and storage/inventory of repair

parts for this echelon of maintenance would no longer be required at the organizational level.

- **Consolidate Supply Functions at the Retail level.**

  Consolidation reduces the administrative burden on the operating units and eliminates the need for intense information management at the using unit level. This concept provides a single point of contact for product and service satisfaction. Realigned IT infrastructure costs place lean capability in the hands of the using unit. Redundancy and overlapping functionality are eliminated and personnel skill sets consolidated at the retail level.

- **Institutionalize the Quadrant Model of Materiel Management.**

  Transform the Quadrant Model of material management from a concept to institutional business rules. This concept allows various product items to be managed, in terms of stock levels and vendor relationships, according to their individual characteristics such as value to the mission and market uniqueness. It will also be necessary to achieve cooperation and collaboration with other DoD agencies on Quadrant Model usage.

- **Implement Information Technology Action Items:**

  The details of the IT Implementation plan are laid out in the Section 3, Detailed IT Implementation Plan.

ILC Scope Matrix of Major Activities

The high level activities were divided into the categories of Maintenance, Supply and IT. The Maintenance activities, denoted by (M-#), depict activities that are required implement the shifting of responsibility for performing echelons of maintenance. The Supply activities, denoted by (S-#), depict activities that are required to implement the Quadrant Model and to make the retail level the single source for the organizational level customer. The IT activities, denoted by (IT-#), depict activities required to support the new logistics processes while migrating from legacy systems. Additional detail is provided in Section 2 to Appendix C, Recommended Tasks. The strategic alliance will be responsible for validating these activities and providing additional details as required.

Major Activity	0-3 Months	3-6 Months	6–12 Months	12–24 Months	>24 Months
(M-1) Inform LOGGEN Offsite		XXX			
(M-2) CDS Evaluation	(MUST START NOW)			XXX	
(M-3) Prepare Execution Order of ILC Initiatives	XXX				
(M-4) Incorporate ILC Concept in CMC Planning Guidance		XXX			
(M-5) Establish Maintenance / IT Requirements	XXX				
(M-6)Develop Execution Plan for Pilot Shift of SECREP Repair to MATCOM	(MUST START NOW)	XXX			
(M-7) Funding for Maintenance Portion of ILC Initiative		XXX			
(M-8) Memorandum of Agreements	(MUST START NOW)	XXX			
(M-9) Develop and Publish Realignments of TO/TE to move 4th echelon Maintenance to MATCOM)				XXX	
(M-10) Direct MCCDC, MATCOM to Review and Publish Required Changes to Publications			XXX		
(M-11) Plan and Execute Pilot for Shifting Responsibility of 4th Echelon Maintenance to MATCOM	(MUST START NOW	XXX			
(M-12) Training To Support Shift Of 4th Echelon Maintenance to MATCOM				XXX	

Major Activity	0-3 Months	3-6 Months	6–12 Months	12–24 Months	>24 Months
(M-13) Plan and Execute Pilot for Shifting Responsibility of 2nd and 3d Echelons of Maintenance to IMA				XXX	
(M-14) Develop Success Metrics (for 2nd-3rd Echelon shift)				XXX	
(M-15) Develop and Publish Realignments of TO/TE in Support of Shift of Organizational 2nd and 3rd Echelon Maintenance					XXX
(M-16) Shift U/U Maintenance Funding to IMA					XXX
(M-17) Maintenance Liaison Teams Established at U/U ICW Shift of Maintenance Responsibilities					XXX
(M-18) Training to Support 1st Echelon Maintenance Capability					XXX
(S-1) Estimate functional requirement for IT to support	XXX				
(S-2) Plan pilot for central management of SECREPs	XXX				
(S-3) Secure funding for the entire ILC project		XXX			
(S-4) Transfer SECREP management to MATCOM sequentially by MEF				XXX	
(S-5) Plan Pilot for Using Unit			XXX		
(S-6) Develop Policy Changes			XXX		
(S-7) Train Using Unit and Retail Supply Activity on how to input and process rapid request				XXX	
(S-8) Shift appropriate using unit supply functions to retail supply activity				XXX	
(S-9) Establish Materiel Liaison (MRLN) Teams				XXX	
(S-10) Apply Quadrant Model to NSN's	(MUST START NOW)				XXX
(IT-1) SRAC Completed	(MUST START NOW)		XXX		
(IT-2) Integrate ATLASS II / TC-AIMS II	(MUST START NOW)		XXX		
(IT-3) Provide SECREP Asset Visibility / Management Ability	(MUST START NOW)		XXX		
(IT-4) Create	(MUST START		XXX		

Major Activity	0-3 Months	3-6 Months	6–12 Months	12–24 Months	>24 Months
'Messaging Backbone' Architecture	NOW)				
(IT-5) Create 'Shared Data' Environment	(MUST START NOW)		XXX		
(IT-6) Provide Web-based user IT Capability	(MUST START NOW)		XXX		

SECTION 2

RECOMMENDED TASKS

1. MAINTENANCE: Inform LOGGEN off-site

1.1 Maintenance Task 1 - Prepare ILC concept to be presented to LOGGEN off-site.

- Estimated Time: 30 days
- Dependency:
- Estimated Resource: 1 project officer
- Proposed Owner / Action Agency: COMMARCORMATCOM

1.2 Maintenance Task 2 - Present ILC concept to LOGGEN off-site

- Estimated Time: At next off-site (meets every 6-9 months)
- Dependency: Included into agenda of LOGGEN
- Estimated Resource:
- Proposed Owner / Action Agency:

2. MAINTENANCE: CDS Evaluation

2.1 Maintenance Task 1 - MARCORMATCOM prepare ILC concept for review.

- Estimated Time: 30-60 days
- Dependency: Availability of project officer to complete project
- Estimated Resource: Project officer / team
- Proposed Owner / Action Agency: MARCORMATCOM

2.2 Maintenance Task 2 - Forward ILC concept to CG MCCDC for evaluation by Combat Development System.

- Estimated Time: To be determined by COMMARCORMATCOM (est. 3-6 months)
- Dependency: Urgency of implementation
- Estimated Resource: Project officer / team
- Proposed Owner / Action Agency: CG MCCDC

3. MAINTAINENCE: Prepare Execution Order of ILC Initiatives

3.1 Maintenance Task 1 - Prepare draft of Execution Order.

- Estimated Time: 2 months
- Dependency: Approval to implement ILC
- Estimated Resource: Project officer / team
- Proposed Owner / Action Agency: MARCORMATCOM

3.2 Maintenance Task 2 - Staff draft of Execution Order

- Estimated Time: 30 days
- Dependency:
- Estimated Resource:
- Proposed Owner / Action Agency: MARCORMATCOM

3.3 Maintenance Task 3 - Publish order

- Estimated Time: 30 days
- Dependency:
- Estimated Resource: Project officer / team
- Proposed Owner / Action Agency: MARCORMATCOM

4. MAINTENANCE: Incorporate ILC Concept in CMC Planning Guidance (CPG)

4.1 Maintenance Task 1 - Provide ILC implementation strategy to COMMARCORMATCOM

- Estimated Time: 30 days
- Dependency: Final development of strategy by 2/9
- Estimated Resource: ILC team
- Proposed Owner/Action Agency: MARCORMATCOM

4.2 Maintenance Task 2 - COMMARCORMATCOM endorses and submits to 3-star working group

- Estimated Time: 60-90 days
- Dependency: Availability of 3-star working group
- Estimated Resource: Project officer/team
- Proposed Owner/Action Agency: COMMARCORMATCOM

4.3 Maintenance Task 3 - 3-star working group endorses strategy and recommends inclusion in CPG

- Estimated Time: 1 week
- Dependency: Availability of 3-star working group
- Estimated Resource:
- Proposed Owner/Action Agency: COMMARCORMATCOM

5. MAINTENANCE: Establish Maintenance IT Requirements

5.1 Maintenance Task 1 - Users (as Maintenance Tasked by MCCDC during workshop) identify Marine Corps Maintenance IT requirements.

- Estimated Time: 3 weeks
- Dependency: Availability of FMF SMEs to participate in workgroup
- Estimated Resource:
- Proposed Owner / Action Agency: MCCDC

5.2 Maintenance Task 2 - MCCDC develops requirements document specifying all IT requirements.

- Estimated Time: 4-6 months
- Dependency: Speed of coordination by MCCDC
- Estimated Resource: 1 requirements sponsor at MCCDC
- Proposed Owner / Action Agency: CG MCCDC

6. MAINTENANCE: Develop Execution Plan for Pilot Shift of SECREP Repair to MATCOM

6.1 Maintenance Task 1 - MATCOM in conjuction with assigned MEF publishes execution plan

- Estimated Time: 60 days
- Dependency: Availability of required personnel and willingness of MEFs to participate
- Estimated Resource: Project officer / Planning team
- Proposed Owner / Action Agency: MATCOM, Assigned MEF

6.2 Maintenance Task 2 - Specify unit(s) and timeline for execution of plan

- Estimated Time: 5 days
- Dependency: Availability of required personnel and willingness of MEFs to participate
- Estimated Resource: Project officer / Planning team
- Proposed Owner / Action Agency: MATCOM, MEF units

6.3 Maintenance Task 3 - Develop metrics to measure success of Pilot (to be used for Implementation as well)

- Estimated Time: 30 days
- Dependency: Develop Pilot plan for shifting of SECREP repair within a specified MEF
- Estimated Resource: Availability of team to work in conjunction with execution order
- Proposed Owner / Action Agency: MATCOM, MEF, FSMAO

6.4 Maintenance Task 4 - Shift Pilot unit SECREPs to MATCOM responsibility

- Estimated Time: 30 days
- Dependency: Availability of required systems, procedures, and facilities
- Estimated Resource: Implementation project officer and team
- Proposed Owner / Action Agency: MATCOM, MEF, unit, FSMAO

6.5 Maintenance Task 5 - Determine/secure funding for Pilot

- Estimated Time: 30 days

- Dependency: Availability of funds
- Estimated Resource: HQMC (P&R)
- Proposed Owner / Action Agency: MATCOM, HQMC(P&R), MARFORs

7. MAINTENANCE: Funding for Maintenance Portion of ILC Initiative

7.1 Maintenance Task 1 - MARFORs and MATCOM identify for each echelon level of maintenance the funding requirements for implementation of ILC. Funding requirements include budget line items and costs to implement plan.

- Estimated Time: 45 days
- Dependency: MSC identifying funding requirements
- Estimated Resource:
- Proposed Owner / Action Agency: MARFORs, MATCOM, HQMC(P&R)

7.2 Maintenance Task 2 - Forward the identified funding requirements to P&R for development of ILC funding plan.

- Estimated Time: 30 days
- Dependency: Receipt of funding requirements from MARFORs
- Estimated Resource:
- Proposed Owner / Action Agency: MARFOR and MATCOM

7.3 Maintenance Task 3 - P&R develop ILC funding plan for current year and future year execution to include funding realignments and satisfying identified shortfalls.

- Estimated Time: 6-12 months
- Dependency: Budget cycle time
- Estimated Resource:
- Proposed Owner / Action Agency: HQMC (P&R)

8. MAINTENANCE - Memorandum of Agreements

8.1 - Maintenance Task 1. Development Memorandum of Agreements (MOAs) between MCCDC, MATCOM, and MARFORs to facilitate Pilot tests and monitor implementation.

- Estimated Time: 12 months
- Dependency: Approval of ILC initiatives
- Estimated Resource: 1-2 personnel from Maintenance and Supply
- Proposed Owner / Action Agency: MARCORMATCOM, MARFORs, MCCDC

9. MAINTENANCE: Develop and Publish Realignments of TO/TE in Support of Shift of 4th Echelon Maintenance to MATCOM

9.1 Maintenance Task 1 - Identify manning requirements

- Estimated Time: 3-6 months
- Dependency:
- Estimated Resource:
- Proposed Owner / Action Agency: MARFORs, HQMC (M&RA), MATCOM, MCCDC

9.2 Maintenance Task 2 - Realign personnel to match required manning.

- Estimated Time: 60 days
- Dependency:
- Estimated Resource:
- Proposed Owner / Action Agency: MARFORs, HQMC (M&RA), MATCOM, MCCDC

9.3 Maintenance Task 3 - Identify equipment requirements at IMA and MATCOM.

- Estimated Time: 60 days
- Dependency:**.**
- Estimated Resource:
- Proposed Owner / Action Agency: MARFORs, MATCOM

9.4 Maintenance Task 4 - Realign equipment as identified by the IMA and MATCOM.

- Estimated Time: 3-6 months
- Dependency: Availability of shipping resources as required
- Estimated Resource:
- Proposed Owner / Action Agency: MARFORs, MATCOM

9.5 Maintenance Task 5. - Identify any additional maintenance personnel (new hires/outsource) to support MATCOM.

- Estimated Time: 5-8 months
- Dependency: Availability of qualified personnel / organizations to conduct SECREP repair effort
- Estimated Resource: Implementation team / personnel

- Proposed Owner / Action Agency: MATCOM

9.6 Maintenance Task 6 - Publish revised mission statements and tables of equipment.

- Estimated Time: 4 months
- Dependency: Availability of information and resources
- Estimated Resource: Implementation team / personnel
- Proposed Owner / Action Agency: MATCOM

10. MAINTENANCE: Direct MCCDC, MATCOM to Review and Publish Required Changes to Publications

10.1 Maintenance Task 1 - Identify all strategic/doctrinal publications affected by the ILC implementation.

- Estimated Time: 60 days
- Dependency: Availability of knowledgeable personnel to conduct review
- Estimated Resource: WSEM/PM, FSMAO, MCCDC, MATCOM, HQMC (I&L, P&R, M&RA)
- Proposed Owner/Action Agency: MCCDC

10.2 Maintenance Task 2 - Make changes to strategic/doctrinal publications as required.

- Estimated Time: 1 ½ years
- Dependency: Availability of knowledgeable resources to validate and implement recommended changes
- Estimated Resource: WSEM/PM, FSMAO, MCCDC, MATCOM, HQMC (I&L, P&R, M&RA)
- Proposed Owner/Action Agency: MCCDC

10.3 Maintenance Task 3 - Identify all Technical Manuals and Marine Corps Orders/Policy Manuals affected by the ILC implementation.

- Estimated Time: 6-9 months
- Dependency: Availability of knowledgeable personnel
- Estimated Resource: WSEM/PM, FSMAO, MCCDC, MATCOM, HQMC (I&L, P&R, M&RA)
- Proposed Owner/Action Agency: MATCOM

10.4 Maintenance Task 4 - Make changes to all Technical Manuals and Marine Corps Orders/Policy Manuals affected by the ILC implementation.

- Estimated Time: 6-9 months
- Dependency: Availability of knowledgeable personnel
- Estimated Resource: WSEM/PM, FSMAO, MCCDC, MATCOM, HQMC (I&L, P&R, M&RA)
- Proposed Owner/Action Agency: MATCOM

11. MAINTENANCE: Plan and Execute Pilot for Shifting Responsibility of 4th Echelon Maintenance to MATCOM

11.1 Maintenance Task 1 - Identify Pilot unit(s) as identified.

- Estimated Time: 60 days
- Dependency:
- Estimated Resource: Implementation team / personnel, project officer
- Proposed Owner / Action Agency: MARFORs, MATCOM

11.2 Maintenance Task 2 - Shift funding from IMA to MATCOM to support Pilot.

- Estimated Time: 3 months
- Dependency: P&R concurrence
- Estimated Resource: Implementation team, project officer
- Proposed Owner / Action Agency: HQMC (P&R), MARFORs, MATCOM

11.3 Maintenance Task 3 - Realign T/O&T/E to support Pilot in conjunction with T/O&T/E Major Activity.

- Estimated Time: 3-6 months
- Dependency: Available MEF units
- Estimated Resource: Implementation team, action owners, SMEs
- Proposed Owner / Action Agency: MCCDC, HQMC(M&RA) MATCOM

11.4 Maintenance Task 4 - Develop metrics of success for Pilot (to be used for Implementation as well)

- Estimated Time: 2 months
- Dependency: Availability of system resources
- Estimated Resource: SME from Supply, Maintenance, FSMAO
- Proposed Owner / Action Agency: MATCOM, MARFORs

11.5 Maintenance Task 5 - Identify facilities to support transfer of 4th echelon maintenance to MATCOM **(to be evaluated by other source)*

- Estimated Time: 3 months
- Dependency: Availability of knowledgeable personnel to evaluate facilities
- Estimated Resource: Facilities implementation team

- Proposed Owner / Action Agency: MATCOM, MARFORs (to include bases and stations)

11.6 Maintenance Task 6 – Write waivers to doctrine, policy, TM's, etc. to support Pilot shift.

- Estimated Time: 3-6 months
- Dependency: Using Unit / MEF availability to conduct Pilot
- Estimated Resource: MEF
- Proposed Owner / Action Agency: MARFORs, MATCOM, HQMC

12. MAINTENANCE: Training to Support Shift of 4th Echelon Maintenance to MATCOM

12.1 Maintenance Task 1 - Identify training requirements.

- Estimated Time: 90 days
- Dependency: Availability of knowledgeable personnel on ILC concepts
- Estimated Resource: Implementation training team
- Proposed Owner / Action Agency: MATCOM

12.2 Maintenance Task 2 - Develop instructional and training packages for 4th echelon maintenance to MATCOM.

- Estimated Time: 4 months
- Dependency: Availability of SMEs to develop training plan
- Estimated Resource: Implementation training team
- Proposed Owner / Action Agency: MATCOM

12.3 Maintenance Task 3 - Provide training to all 4h echelon maintenance and all other identified personnel.

- Estimated Time: 15 days
- Dependency: Availability of SMEs to develop training plan
- Estimated Resource: Implementation training team
- Proposed Owner / Action Agency: MATCOM

13. MAINTENANCE – Plan and Execute Pilot for Shifting Responsibility of 2nd and 3rd Echelon Maintenance to IMA

13.1 Maintenance Task 1 - Identify Pilot unit(s) as identified.

- Estimated Time: 60 days
- Dependency:
- Estimated Resource: Implementation team / personnel, project officer
- Proposed Owner / Action Agency: MARFORs, MATCOM

13.2 Maintenance Task 2 - Shift funding from U/U to IMA to support Pilot.

- Estimated Time: 3 months
- Dependency: P&R concurrence
- Estimated Resource: Implementation team, project officer
- Proposed Owner / Action Agency: MARFORs, MATCOM

13.3 Maintenance Task 3 - Realign T/O&T/E to support Pilot in conjunction with T/O&T/E Major Activity.

- Estimated Time: 3-6 months
- Dependency: Available MEF units
- Estimated Resource: Implementation team, action owners, SMEs
- Proposed Owner / Action Agency: MARFORs, MATCOM

13.4 Maintenance Task 4 - Develop metrics of success for Pilot (to be used for Implementation as well)

- Estimated Time: 2 months
- Dependency: Availability of system resources
- Estimated Resource: SME from Supply, Maintenance, FSMAO
- Proposed Owner / Action Agency: MATCOM, MARFORs

13.5 Maintenance Task 5 - Identify facilities to support transfer of 2nd and 3rd echelon maintenance to IMA

- Estimated Time: 3 months
- Dependency: Availability of knowledgeable personnel to evaluate facilities
- Estimated Resource: Facilities implementation team

- Proposed Owner / Action Agency: MATCOM, MARFORs (to include bases and stations)

13.6 Maintenance Task 6 – Write waivers to doctrine, policy, TM's, etc. to support Pilot shift.

- Estimated Time: 3-6 months
- Dependency: Using Unit / MEF availability to conduct Pilot
- Estimated Resource: MEF
- Proposed Owner / Action Agency: MARFORs, MATCOM

14. MAINTENANCE – Develop Success Metrics

14.1 Maintenance Task 1 – Develop metrics to measure success of Pilot to move 2nd and 3rd echelon from Using Unit to IMA

- Estimated Time: 2-3 months
- Dependency: Availability of SMEs to develop metrics
- Estimated Resource: 5-10 personnel
- Proposed Owner / Action Agency: MARCORMATCOM

15. MAINTENANCE: Develop and Publish Realignments of TO/TE in Support of Shift of Organizational 2nd and 3rd Echelon Maintenance to IMA.

15.1 Maintenance Task 1 - Identify manning requirements.

- Estimated Time: 3-6 months
- Dependency:
- Estimated Resource:
- Proposed Owner / Action Agency: MARFORs, HQMC (M&RA), MATCOM, MCCDC

15.2 Maintenance Task 2 - Realign personnel to match required manning.

- Estimated Time: 60 days
- Dependency:
- Estimated Resource:
- Proposed Owner / Action Agency: MARFORs, HQMC (M&RA), MATCOM, MCCDC

15.3 Maintenance Task 3 - Identify equipment requirements at U/U and IMA.

- Estimated Time: 60 days
- Dependency:
- Estimated Resource:
- Proposed Owner / Action Agency: MARFORs, MATCOM

15.4 Maintenance Task 4 - Realign facilities, tools, and resources as identified by the U/U and IMA.

- Estimated Time: 3-6 months
- Dependency: Availability of shipping resources as required
- Estimated Resource: MSC Supply and personnel officer
- Proposed Owner / Action Agency: MARFORs, MSCs, MEFs

15.5 Maintenance Task 5 - Publish revised mission statements and tables of equipment.

- Estimated Time: 4 months
- Dependency: Availability of information and resources
- Estimated Resource: Implementation team / personnel

- Proposed Owner / Action Agency: MATCOM

16. MAINTENANCE - Shift U/U Maintenance Funding to IMA

16.1 Maintenance Task 1 - MARFORs and MATCOM identify for each echelon level of maintenance the funding requirements for implementation of ILC. Funding requirements include budget line items and costs to implement plan.

- Estimated Time: 45 days
- Dependency: MSCs identifying funding requirements
- Estimated Resource:
- Proposed Owner / Action Agency: MARFORs, MATCOM, HQMC(P&R)

16.2 Maintenance Task 2 - Forward the identified funding requirements to P&R for development of ILC funding plan.

- Estimated Time: 30 days
- Dependency: Receipt of funding requirements from MARFORs
- Estimated Resource:
- Proposed Owner / Action Agency: MARFOR and MATCOM

16.3 Maintenance Task 3 - P&R develop ILC funding plan for current year and future year execution to include funding realignments and satisfying identified shortfalls.

- Estimated Time: 6-12 months
- Dependency: Budget cycle time
- Estimated Resource:
- Proposed Owner / Action Agency: HQMC (P&R)

17. MAINTENANCE – Maintenance Liaison Teams Established at U/U ICW – Shift of Maintenance Responsibilities

17.1 Maintenance Task 1 – Identify maintainer skills, resources, roles, and responsibilities required on each MLT to properly support each regiment/battalion.

- Estimated Time: 3-6 months
- Dependency: Development of IMA draft T/O
- Estimated Resource: Personnel from IMA and supported activity
- Proposed Owner/Action Agency: MSC (FSSG IMA)

17.2 Maintenance Task 2 – Assign IMA maintenance personnel to liaison team.

- Estimated Time: 3 days
- Dependency: Maintenance Task 17.1
- Estimated Resource: Personnel from IMA and supported activity
- Proposed Owner/Action Agency: MSC (FSSG IMA)

18. MAINTENANCE – Training to Support 1st Echelon Maintenance Capability

18.1 Maintenance Task 1 – Develop ITS for operator MOS's to permit performance of limited maintenance Maintenance Tasks for all commodities.

- Estimated Time: 6 months
- Dependency: Availability of SMEs to revise ITSs
- Estimated Resource: SMEs from each operator OCCFLD
- Proposed Owner / Action Agency: MCCDC (T&E)

18.2 Maintenance Task 2 – Provide training to key personnel on new "0" level responsibilities under new maintenance concept.

- Estimated Time: 6 months
- Dependency: Identification of key personnel and ITS approval
- Estimated Resource: Instructor personnel, facilities, and equipment
- Proposed Owner / Action Agency: MSC \ MCCDC (T&E), MATCOM

18.3 Maintenance Task 3 – Revise curriculum and training materials to meet ITS.

- Estimated Time: 3 months
- Dependency: School personnel working with SMEs
- Estimated Resource: Instructors, training and education SMEs
- Proposed Owner / Action Agency: MCCDC (T&E)

18.4 Maintenance Task 4 – Key personnel train various operator OCCFLDS on maintenance resulting from ITS revisions.

- Estimated Time: 6 months
- Dependency: Identification of limited maintenance Maintenance Tasks for operators, MCS facilities availability
- Estimated Resource: Facilities, key personnel to conduct training
- Proposed Owner / Action Agency: MSC / MCCDC (T&E), MATCOM

1. SUPPLY: Estimate functional requirement for IT to support

Supply Task 1.1 - SECREPS (Retail): Provide SECREP TAV and Decision Support

- Estimated Time: Four weeks to develop requirements
- Dependency: N/A
- Estimated Resource: 8-10 Supply (RIP); 2-4 IT; 2 Fiscal (SABRS)
- Proposed Owner/Action Agency: MATCOM

Supply Task 1.2 - Movement of most using unit supply functions to Retail(I):

Rapid request capability (U/U to R(I).
Provide transaction visibility capability to/from U/U and R(I)
Provide wireless data capture and transaction processing (deployable)
Establish EC/EDI for retail to vendor transactions

- Estimated Time: Four weeks to develop pilot
- Dependency: N/A
- Estimated Resource: 3-4 Supply; 2-4 IT; 2-3 Maintenance; 2 Fiscal(DebitSys)
- Proposed Owner/Action Agency: MATCOM

2. SUPPLY: Plan Pilot for Central Management of SECREPs

Supply Task 2.1 - Develop pilot plan for central management of SECREPs in a MEF.

…

- Estimated Time: Two weeks
- Dependency: Independent
- Estimated Resource: 3-4 Supply; 2-3 Maintenance; 2 Fiscal (DebitSys)
- Proposed Owner / Action Agency: MATCOM / MEF

Supply Task 2.1 - Develop metrics to determine success of pilot.

- Estimated Time: Four weeks
- Dependency: "Develop pilot plan for central management of SECREPs in a MEF"
- Estimated Resource: 6 Supply (Depot, RIP, FSMAO), 2 Maintenance (Depot, IMA), 1 Fiscal
- Proposed Owner / Action Agency: MATCOM / MEF / FSMAO

Supply Task 2.3 - Secure funding to execute the pilot

- Estimated Time: Ongoing
- Dependency: "Develop pilot plan for central management of SECREPs in a MEF"; "Develop metrics to determine success of project"
- Proposed Owner / Action Agency: Deputy Director MATCOM

3. SUPPLY: Secure funding for the entire ILC project

Supply Task 3.1 - Secure funding to execute ILC

- Estimated Time: Ongoing
- Dependency: Successful completion of the Pilot Project
- Proposed Owner / Action Agency: Deputy Director MATCOM

4. SUPPLY: Transfer SECREP management to MATCOM sequentially by MEF

Supply Task 4.1 - Develop plan for the transfer of SECREP management to MATCOM.

- Estimated Time: Two Weeks
- Dependency: Completion of the Pilot, Review of Lessons Learned from the Pilot
- Estimated Resource: 10 Supply (one per Retail Supply Activity account, MATCOM, school house), 3 Maintenance, 1 Fiscal, 1Manpower
- Proposed Owner / Action Agency: MATCOM

Supply Task 4.2 - Identify personnel requirements for MATCOM to manage SECREPs

- Estimated Time: Four weeks
- Dependency: Completion of the Pilot, Review of Lessons Learned from the Pilot
- Estimated Resource: 3 Supply (MATCOM, Pilot Site), 1 Fiscal, 1 Manpower
- Proposed Owner / Action Agency: MATCOM

Supply Task 4.3 - Transfer management of SECREPs to MATCOM for a MEF

a. Realign appropriate personnel
b. Transfer ownership of SECREPs to MATCOM
c. Transfer funding for SECREPs to MATCOM
a,b, & c must happen simultaneously for each MEF

- Estimated Time: Four weeks per MEF
- Dependency: "Develop plan for the transfer of SECREP management to MATCOM"; Successful transfer of SECREPs to MATCOM for the previous MEF
- Estimated Resource: To be developed as part of Supply Task 4.1
- Proposed Owner / Action Agency: MATCOM

5. SUPPLY: Plan Pilot for Using Unit

Supply Task 5.1 – Plan pilot for using unit

- Estimated Time: Two weeks
- Dependency: Completion of Phase 1; Completion of Rapid Request
- Estimated Resource: 4 Supply (Div / FSSG / FSMAO), 3 Maintenance (DIV / FSSG / FSMAO), 2 Fiscal (DIV / FSSG), 1 Manpower (HQMC)
- Proposed Owner / Action Agency: MATCOM / MEF / I&L

Supply Task 5.1 – Develop metrics to measure impact

- Estimated Time: Two weeks
- Dependency: Completion of 5.1
- Estimated Resource: 4 Supply (Div / FSSG / FSMAO), 3 Maintenance (DIV / FSSG / FSMAO), 2 Fiscal (DIV / FSSG), 1 Manpower (HQMC)
- Proposed Owner / Action Agency: MATCOM / MEF / I&L

Supply Task 5.3 – Secure funding to execute pilot

- Estimated Time: On going
- Dependency: Completion of Supply Task 5.1 and Supply Task 5.2
- Estimated Resource: MATCOM / MEF
- Proposed Owner / Action Agency: MATCOM / MEF

6. SUPPLY: Develop Policy Changes

Supply Task 6.1 – Draft policy plan

- Estimated Time: 6 months
- Dependency: Contractor support required to meet time line
- Estimated Resource: Contract supports
- Proposed Owner / Action Agency: MATCOM / I&L / Manpower

Supply Task 6.2 – Implement new policy.

- Estimated Time: 8 weeks
- Dependency: Successful completion of Phase I and Phase II pilot
- Estimated Resource: All hands (all MEF using unit supply accounts and retail supply personnel)
- Proposed Owner / Action Agency: Lead: MATCOM Others: HQMC / MEF

Supply Task 6.3 – Develop/ implement training syllabus for Formal and Informal School

- Estimated Time: 1 year
- Dependency: Implement of policy change
- Estimated Resource: MCCDC (T&E)
- Proposed Owner / Action Agency: MCCDC

7. SUPPLY: Train Using Unit and Retail Supply Activity on how to input and process rapid request [Not a supply activity]

Supply Task 7.1 – Conduct training for using unit on use of rapid request system

- Estimated Time: 1 day / unit (total 3 weeks)
- Dependency: Rapid request system must be operational
- Estimated Resource: Retail Supply Activity / FSMAO
- Proposed Owner / Action Agency: Retail Supply Activity / FSMAO

Supply Task 7.2 – Train retail supply activity on processing rapid request system into 7.2 ATLASS/SASSY/Vendor Cycle

- Estimated Time: 1 week
- Dependency: Rapid request system must be operational
- Estimated Resource: SME / FSMAO / IT
- Proposed Owner / Action Agency: FSMAO / Retail Supply Activity / MATCOM

8. SUPPLY: Shift appropriate using unit supply functions to retail supply activity

Supply Task 8.1 – Develop plan for transfer of using unit functions to retail supply function

- Estimated Time: 2 weeks
- Dependency: Phase I complete, Pilot Phase II complete
- Estimated Resource: 5 Supply
- Proposed Owner / Action Agency: Lead: MATCOM, Other: Retail supply activity / FSMAO

Supply Task 8.2. – Identify personnel realignment from using unit to retail supply activity and for realignment elsewhere

- Estimated Time: 2 weeks
- Dependency: Phase I complete, Pilot Phase II complete
- Estimated Resource: 5 Supply / Manpower
- Proposed Owner / Action Agency: Lead: MATCOM, Other: Retail supply activity / FSMAO

Supply Task 8.3 - Transfer using unit supply functions to retail supply activity

- Estimated Time: 8 weeks
- Dependency: Successful completion of all previous activities / Supply Tasks
- Estimated Resource: Retail supply / FSMAO / Manpower
- Proposed Owner / Action Agency: Lead: MATCOM, Other: Retail supply activity / FSMAO

9. SUPPLY: Establish Materiel Readiness Liaison (MRLN) teams

Supply Task 9.1 - Develop plan for supply billets and functions of MRLN team

- Estimated Time: 2 weeks
- Dependency: None
- Estimated Resource: 5 supply
- Proposed Owner / Action Agency: Lead: MATCOM, Other: Retail supply activity / FSMAO

Supply Task 9.2 – Train MRLN teams on supply responsibilities

- Estimated Time: 1 week
- Dependency: Supply Task 9.1
- Estimated Resource: 5 supply
- Proposed Owner / Action Agency: Lead: MATCOM, Other: Retail supply activity / FSMAO

Supply Task 9.3 – Place MRLN teams in Direct Support(DS) to regiments/ separate battalions

- Estimated Time: 8 weeks
- Dependency: Supply Tasks 9.1, 9.2
- Estimated Resource: Dependant on DS requirement
- Proposed Owner / Action Agency: Lead: MATCOM, Other: Retail supply activity / FSMAO

10. SUPPLY: Apply quadrant model to NSN's

Supply Task 10.1 – Establish academic partnership to develop quadrant model

- Estimated Time: 30 days
- Dependency: Major activity 3 is approved
- Estimated Resource: Contractor / school availability / MATCOM / WSEM PM
- Proposed Owner / Action Agency: MATCOM

Supply Task 10.2 – Develop business rules for quadrant model

- Estimated Time: 4 weeks
- Dependency: None
- Estimated Resource: WSEM PM / contracting / DCA / MATCOM / MEF
- Proposed Owner / Action Agency: MATCOM

Supply Task 10.3 – Develop model metrics

- Estimated Time: 4 weeks
- Dependency: Supply Task 10.2
- Estimated Resource: MATCOM / WSEM PM / contracting / MEF
- Proposed Owner / Action Agency: MATCOM

Supply Task 10.4 – Develop model IT solution

- Estimated Time: 90 days
- Dependency: Supply Task 10.3
- Estimated Resource: SYSCOM IT / MATCOM
- Proposed Owner / Action Agency: MATCOM

Supply Task 10.5 – Change doctrine, policies

- Same as Major Activity 6

Supply Task 10.6 – Develop pilot plan

- Same as Major Activity 5.

Supply Task 10.7 – Research NSNs for quadrant criteria

- Estimated Time: 6 months
- Dependency: Supply Task 10.1, Supply Task 10.2, Supply Task 10.3
- Estimated Resource: PM / WSEM, Supply
- Proposed Owner / Action Agency: MATCOM

Supply Task 10.8 – Apply IT solution to quadrant placement

- Estimated Time: 6 months
- Dependency: Supply Task 10.1, Supply Task 10.2, Supply Task 10.3, Supply Task 10.4
- Estimated Resource: PM / WSEM
- Proposed Owner / Action Agency: MATCOM
-

Section 3

Detailed IT Implementation Plan

Purpose

The purpose of the IT Implementation Plan is to detail the following:

- Describe the Logistics IT (LOG IT) drivers and necessary policy and organizational requirements.
- Describe the requirements and responsibilities necessary to provide a LOG IT architecture.
- Describe the requirements and responsibilities that will provide specific IT capabilities necessary to support the ILC business process course of action.
- Provide recommendations for future actions.

The goal of this Implementation Plan is to provide an architecture and capabilities that will fuse Marine Corps logistics business processes with the best commercial practices for IT. In order to accomplish this, a migration strategy that concurrently addresses current critical issues, deliberately divests the Marine Corps of redundant legacy systems, and identifies gaps in current capabilities has been developed. This migration strategy must be addressed within the Concept Based Requirements Process (CBRP).

This migration strategy follows three tracks as shown in Figure C-2 below. The portion labeled "stop the bleeding" is addressed within the sections titled ILC COA IT Requirements and ATLASS II+ and TC-AIMS II Integration. The "divestiture strategy" is described within the Systems Realignment and Categorization (SRAC) section. And "new capabilities" strategy is addressed in sections Developing the Architecture and Next Steps.

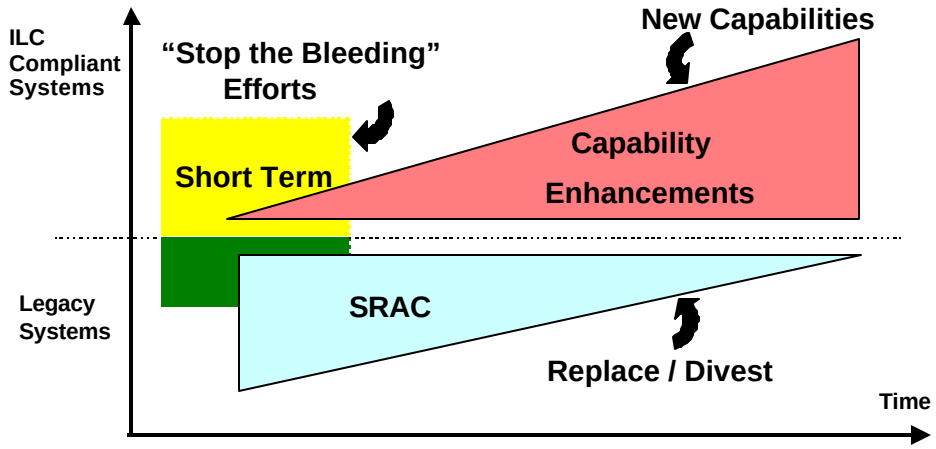


Figure C-2: Migration Strategy

IT Drivers

This implementation plan is guided by four LOG IT Drivers:

- Share data across the supply chain. This allows for logistics command and control and situational awareness and is necessary to achieve Total Asset Visibility (TAV) and In-Transit Visibility (ITV).
- Capture data automatically at the source. This requires Automatic Identification Technology (AIT) to prevent and eliminate the slow and often inaccurate process of manual data induction. It should specifically support order management and equipment diagnostics tasks.
- Allow for interoperable communication along the supply chain. This is accomplished via the use of Electronic Commerce/Electronic Data Interchange (EC/EDI) and should specifically be incorporated in all wholesale to vendor and retail to vendor transactions.
- Enable decision support. This requires the development of data marts and date warehousing and is necessary for planning, forecasting, and analysis.

Policy & Organizational Requirements

In order to successfully implement the LOG IT architecture and capability requirements that are described in the following sections, several specific policy and organizational actions must be taken.

Centralized LOG IT Program Management

In order for LOG IT to successfully compete for limited resources, the program management of LOG IT must be centralized. This was validated by the 1997 LOGICON study and was partially rectified by the stand up of the strategic alliance between MCCDC and MATCOM process owners at SYSCOM as well as a LOG IT section within the CSS Branch, Requirements Division, MCCDC. The absence of these organizations in the past has necessitated local commanders to institute ad hoc programs to address what often are Corps-wide requirements. This may solve local requirements, but for a limited time and with no institutional effect. There exists a need to institutionalize genuine requirements by incorporating them into the CBRP without stymieing individual initiative or creating a drag on the rate of solutions. In response to this, a policy needs to be implemented that requires all initiatives to be funneled towards centralized management but still provides room for grass roots projects. The policy must support the grass-roots efforts as it achieves the goals and objectives of the IT strategy.

The Marine Corps lacks a comprehensive capability to provide information systems support for the lifecycle of logistics information systems. Additionally, while the DoD 5000 series of directives provide the flexibility to support the rapid pace of IT

development, organizationally Marine Corps program management moves at the pace of tactical weapons systems and struggles mightily with post deployment lifecycle support.

Also of consideration is the fact that the requirements process preceding the acquisition process makes the whole end-to-end process so linear that it is nearly impossible to validate requirements and implement solutions before the desired technology has been replaced by a factor of two.

As IT will soon dominate our acquisition process, a long-term strategy must be developed for the acquisition and lifecycle support of IT. This strategy must ensure that the Marine Corps can keep pace with technology, has the expertise to make strategic decisions, and can acquire systems that support our processes and requirements. During the development of this strategy, strong consideration should be given towards two alternatives. One, separate responsibilities for acquisition of IT from that of traditional weapon systems, which requires a longer acquisition process. This could be accomplished by establishing an Information Technology Support Center. This center would be organized and staffed from Milestone Decision Authority down to project officer and matrix support specifically to do acquisition and lifecycle support for IT. Second, outsource the acquisition and lifecycle management of information technology. Any alternative should include a revised process where requirements are validated in an integrated fashion with the acquisition process as opposed to a linear fashion.

Portfolio Management

Traditionally, capabilities that require material solutions are supported by program initiatives that are system specific. As a result, the requirements of one system are often developed independent of a related system and the subsequent program management does not have the flexibility to react to effects caused by the related system. This situation is akin to building a portfolio of stocks and then not being able to buy or sell any of that stock for two years, regardless of what the market does. The pace of information technology change requires flexibility to respond both during the requirements phase and the program management phase. This can be done by developing capability-centric programs vice system-centric programs. DoD has begun to call this method of IT management "portfolio management." The Unified MAGTF C4I Concept has been a genesis to this approach with its infrastructure and mission related Operational Requirements Documents (ORD). The logistics community took advantage of this concept for POM 00 with the Combat Service Support Element/Supporting Establishment (CSSE/SE) Automated Information System (AIS) initiative. However, this approach is not validated with any policy and as such is vulnerable to individual interpretation both in gaining initiative approval and during program execution. In order to rectify this, a

portfolio management policy needs to be published that institutionalizes this approach and gives guidance on its use.

Data Management

Data is an enterprise asset and as such should be managed by the CIO. Logistics Data Management is articulated in MCO 5230.15 and had been the responsibility of HQMC (LPS). When portions of LPS migrated to the SYSCOM with the stand up of PM IS, this responsibility became fragmented and has been performed more ad hoc than by design. Data management is the cornerstone to the LOG IT architecture. As such, data management is part of the materiel lifecycle management process. Responsibility for logistics data management policy and functional requirements needs to come under the Commander, Materiel Command. The implementation of data policies and the execution of related data projects continue to be the responsibility of strategic alliance between MCCDC and MATCOM process owners. Specific policy and guidance need to be articulated that delineates these responsibilities, and the resources to execute them both for the Marine Corps and for the logistics domain.

Automatic Identification Technology (AIT) Policy

At this time, there is very limited policy regarding the acquisition and use of AIT. As a result, some units have invested in AIT and have a strong capability to support certain processes with this tool while others have virtually no AIT capability. The lack of policy also leads to circumstances where AIT may not have the proper software to capture data and/or pass the data on to an information system. This situation is very similar to the results created by decentralized acquisition of computers. The Marine Corps requires a policy that would resolve this by stating three things:

- Develop requirements for standardized suites of AIT by T/E. These suites should include the capability to support both order management and force deployment.
- Centralize the acquisition of all AIT devices. AIT devices should be added to the Marine Corps Hardware Suite (MCHS) Buyers Guide.
- Articulate steps in the process model that should specifically utilize AIT.
- Develop training to support the use of AIT devices.

Developing the Architecture

Architecture requirements are predicated on the need to provide the basic capability to support a business process model. The ILC adopted the Supply Chain Operations Reference(SCOR) Model for the materiel management product portion of the business model. Other standard commercial models for maintenance and distribution have not

been developed. In their absence the Marine Corps will utilize the LOG IR plan activity models.

Consequently, architecture requirements are not driven by the ILC COA but rather an overarching necessity to position IT so that it can meet technology advances and emerging requirements. Specifically, the LOG IT architecture requirements must meet the following criteria:

- Be compatible with Defense Information Infrastructure Common Operating Environment (DII COE) and Marine Corps Enterprise Network (MCEN)
- Integrate Global Support System (GCSS) and Operational Maneuver from the Sea (OMFTS) requirements.
- Separate transaction processes from decision support processes in order to improve performance.
- Provide a shared data environment supported by a data strategy.
- Be web-based and utilize thin clients where beneficial.

To implement the new LOG IT architecture, three significant capabilities must be developed. First, all LOG IT systems should be able to share data.; a capability the messaging backbone and the data utility provide. Second, all LOG IT systems should share a common representation of key data elements to ensures all data is correctly interpreted across all systems. This architecture assumes that the third capability, Marine Corps IT Utility, is provided.

Messaging Backbone

The messaging backbone provides the LOG IT systems a common means of sharing information. The messaging backbone uses a Request/Response architecture to share information between systems. The messaging Application Program Interface (API) will provide a transport mechanism for all systems. Each candidate system will implement a “connector” to this messaging highway.

Data Utility (Shared Data Environment)

The data utility provides LOG IT systems a common means of representing information. It represents the common "language" of LOG IT systems. At the core of the Data Utility is the Shared Data Environment (SHADE). The SHADE enforces a standard on all common data elements. The implementation of a common dictionary is the first step towards the development of an enterprise-wide data warehouse.

IT Utility

The future Marine Corps technical architecture describes a high speed, secure network that resides at all bases, posts, and stations and is the foundation of the OMFTS reach back capability. This network, also known as the Marine Corps IT Utility, will be implemented on a regional basis beginning in the second quarter of FY 99.

ILC Course Of Action IT Requirements

Below are those actions necessary to support the ILC Action Items that have been developed for maintenance and supply. The first part details IT actions to support the movement of 4th echelon maintenance to the depot level. The second part details IT actions to support the movement of 2nd echelon maintenance to the intermediate level and the movement of organizational supply to retail.

Moving 4th Echelon Maintenance to the Depot Level

Description

This step requires asset visibility and decision support for Secondary Reparable (SECREP) Management and EC/EDI capability.

1. SECREP Asset Visibility
- Provides Total Asset Visibility (In-Transit, In-Stores, In-Process) down to serial numbered tracking of all secondary reparables across the supply chain
- The supply chain includes the end item user, intermediate maintainer, retail and wholesale provider, depot maintainer and supporting vendor.

2. SECREP Decision Support
- Provides the ability to conduct inventory and maintenance history analysis, stratification, inventory modeling, flow planning, forecasting and "what-if" queries.

3. EC/EDI Capability
    - Enables business to business transactions between Marine Corps wholesale activities and vendors using commercial standards.

Required Actions

Specific capability requirements must be developed via a rapid requirement development Integrated Product Team (IPT). This requirement development should leverage existing efforts. For example, Marine Corps Logistics Bases, Albany (MCLBA) developed the Logistics Bases Inventory Visibility (LBIV) system for inventory visibility, HQMC Logistics Plans and Policy (LPP) is developing Marine Corps Total Asset Visibility (MCTAV) for total asset visibility, while MCLBA has recently implemented Materiel Capability Decision Support System (MCDSS) for asset decision support. Once requirements have been validated, program management activities must be accomplished to develop and field this capability Corps-wide.
The Joint Electronic Commerce Program Office (JECPO) has been directed to form an IPT to develop a comprehensive implementation plan to migrate DoD logistics transactions to the use of ANSI ASC X12 EDI standards. This IPT includes Service representatives and the Marine Corps must continue to play a strong role. This ILC effort provides the Marine Corps representative (currently LPS) with a clear direction on the Marine Corps' requirements for EDI. At the conclusion of the IPT in September

1999, DoD will have an implementation plan for EDI. The Marine Corps should position itself to act quickly on this implementation plan by identifying in the interim those vendors with whom it does business that warrant EDI and our associated information systems.

This information should be developed into a Marine Corps supporting plan that includes policy, responsibilities, timelines, and costs. Figure C-3 outlines these actions.

Project	SECREPs Asset Visibility
Description	• Provides SECREP visibility to End Item users and decision support capability for SECREPs • Enable retail & wholesale users to conduct EC/EDI transactions with vendors. Specifically, enable SASSY/ATLASS II+ to conduct EC/EDI transactions.
Core Team (Requirement Definition)	• MCCDC (Sponsor) • PM-IS • MCLBA • I MEF, II MEF, III MEF • MARFORRES • I&L
Core Team (Design)	• PM-IS (Owner) • MCLBA • I MEF, II MEF, III MEF • I&L
Scope	SECREP Asset Visibility • SECREP asset visibility extends from Using Unit across Retail, Wholesale & Vendor. • In-Transit, In-Scope, In-Process visibility • LBIV like capability (potential MCTAV) SECREP Decision Support Capability • What-if drills for SECREPs • Stratification (Budget allocation for some years ahead) • Modeling inventory levels by stock locations (flow planning) • Forecasting • To enable SASSY/ATLASS II+ to conduct EC/EDI transactions on the web using DoD adopted standards. • Must include financial flows • Only involves transactions between Wholesale users and Vendors
Assumptions	• MCDSS-I will be leveraged • DoD EC/EDI standards/guidelines are established prior to the start of the project.
Timelines	12 months

Figure C-3

Moving 2nd Echelon Maintenance to the Intermediate Level and Organizational Supply to Retail

Description

This step IT must simplify CSS request procedures from the using unit and relieve the burden of moving additional responsibilities to the intermediate/retail level. This capability can be provided by four related components:

1. A web-based browser-like capability
   - This allows a Using Unit to request any function of CSS from its direct provider via a singular format.
   - It is intended to relieve the Using Unit of the burden of using multiple systems to request different CSS functions.
   - It is also intended to provide the user the same means to request CSS in garrison as he would if operationally committed. In doing such, it should simplify the hardware requirements at the Using Unit. In most instances, only a thin client would be required.
2. A means to provide feedback to the using unit in regards to readiness and transactional visibility on all requested CSS.
3. A means to conduct wireless data capture and transaction processing during maintenance activities.
   - This capability should utilize AIT and Integrated Electronic Technical Manuals (IETMs).
   - This capability allows for maintenance services and supporting supply actions to be accomplished in a paperless environment, with minimal or no manual data entry by the technician during transaction input, and a wireless link between the technician and the operational transaction system.
4. A means to conduct business to business transactions between Marine Corps retail activities and vendors using commercial standards.

Required Actions

- Specific capability requirements must be developed via a rapid requirement development IPT initiated by MCCDC.
- This requirement development should leverage efforts such as 1st FSSG's Small Unit Logistics (SUL) Advanced Concept Technology Demonstration (ACTD) effort that includes Material Readiness Information System (MRIS), Rapid Request System (RRS) and Maintenance Automation Program (MAP) initiatives. Using this process can effectively provide the requirements necessary for a Milestone I/II decision.
- Once requirements have been validated, program management activities must be accomplished to field this capability Corps-wide.
- The JECPO has been directed to form an IPT to develop a comprehensive implementation plan to migrate DoD logistics transactions to the use of ANSI ASC X12 EDI standards. This IPT includes Service representatives and the Marine Corps

must continue to play a strong role. This ILC effort provides the Marine Corps representative with a clear direction on the Marine Corps requirements for EDI. At the conclusion of the IPT in September 1999, DoD will have an implementation plan for EDI. The Marine Corps should position itself to quickly act on this implementation plan by identifying in the interim those vendors with whom it does business that warrants EDI and our associated information systems.

- This information should be developed into a Marine Corps supporting plan that includes policy, responsibilities, timelines, and costs.

Related Issues

- This capability is heavily dependent on the proposed LOG IT architecture and the Marine Corps Enterprise Network (MCEN), IT utility.
- The messaging backbone must be in place and hooks must be implemented as a minimum to all automated systems that currently support CSS at the retail/intermediate level. Figure C-4 outlines these actions.

Project	**Web Based User Utility**
Description	The Utility consists of : • A web-based browser-like capability that provides the user at the Using Units the capability to input all supply and maintenance requests using a single point of access. • A means to provide feedback to the using unit in regards to readiness and transactional visibility on all requested CSS. • A means to conduct wireless data capture and transaction processing during maintenance activities. • A means to enable retail & wholesale users to conduct EC/EDI transactions with vendors. Specifically to enable SASSY/ATLASS II+ to conduct EC/EDI transactions.
Core Team (Requirements Definition)	• MCCDC (Sponsor) • PM-IS • I MEF, II MEF, III MEF • MARFORRES • I&L • MCLBA
Core Team (Design)	• PM-IS (Owner) • I MEF, II MEF, III MEF • MCLBA • I&L
Project	**Web Based User Utility**

Scope	Browser Based Supply & Maintenance Request Utility • Only CSS Requirements • Singular means to Request supplies & maintenance services • Support 6 functions of CSS i. Supply (all Classes) ii. Maintenance iii. Transportation iv. Engineering v. Health Services vi. Other Services (Legal, Man Power, etc) • Phase I supports Supply, Maintenance and some Transportation functions. Later Phases will support Engineering, Health and Other Services. • Web based system (thin client) • Must store transaction data locally (in offline mode) if network connection is broken • Support only U/U to supporting CSSE Transaction Visibility Capability • Readiness/Transaction visibility (includes all RRS initiated transactions) Wireless Data Capture • Wireless data capture for maintenance and transaction processing at 3rd echelon. EC/EDI • To enable SASSY/ATLASS II+ to conduct EC/EDI transactions on the web using DoD adopted standards. • Must include financial flows • Involve transactions between Retail and Wholesale users and Vendors
Assumptions	• The existing 1st FSSG SUL ACTD will be leveraged and used as a baseline • IT Utility is operational (for Web-based access) • DoD EC/EDI standards/guidelines are established prior to the start of the project.
Timelines	Phase I < 12 months

Figure C-4

ATLASS II+ /TC-AIMS II Integration

Description

This capability will allow TC-AIMS II and ATLASS II+ to exchange data in specific formatted transactions. Figure C-5 below outlines this project.

Required Actions

- ATLASS II+ and TC-AIMS II need to define their information exchange requirements
- Develop the messaging backbone that will facilitate information exchange between ATLASS II+ and TC-AIMS II.

Related Issues

The development of a messaging backbone is central to this project. This messaging backbone not only supports ATLASS II+ and TC-AIMS II integration, it also provides a key component to the Log IT architecture. Figure C-6 outlines the messaging backbone project.

A follow on effort is required to give U/U the "thin client environment" to allow access to TC-AIMS II and ATLASS II+ rather than fielding the systems to the U/U levels. Figure C-4 outlines these actions.

Project	TCAIMS II & ATLASS II+ Integration
Description	• Migrate TCAIMS and ATLASS II+ to the new LOG IT architecture through the Messaging Backbone. • Provide Total Asset Visibility by enabling ATLASS II+ and TCAIMS II to exchange data.
Core Team	• PM-IS (Project Officers TCAIMS-II, ATLASS-II+) • I&L • Marine Corps Service Support Schools (MCSSS)
Scope	Get TCAIMS-II and ATLASS-II+ to share information using the Messaging Backbone. 1. If necessary, build the Messaging System (Spec + API) 2. Migrate TCAIMS-II to use the Messaging System 3. Migrate ATLASS-II +to use the Messaging System
Assumptions	• The Messaging Backbone spec is defined • ATLASS II + and TCAIMS II will implement the specific "adapters" to use the Messaging Backbone.
Timelines	6-12 months

Figure C-5

Project	Messaging Backbone
Description	The Messaging backbone allows systems to share information between each other. The Messaging backbone requires all compliant systems to make the resident data available by implementing the common access method (Messaging API)
Core Team	• PM-IS (Owner)
Scope	• Define the specification for the Messaging backbone. • Provide a set of tools to assist in the migration of legacy systems
Timelines	6 months

Figure C-6

System Re-Alignment and Categorization (SRAC)

The concept of SRAC fits neatly with the concept of post deployment software support (PDSS). SRAC was created as a means to address the legacy systems that provide redundant capabilities. By taking a deliberate, methodical approach based on an established business process model, systems will be identified that have low value to the Marine Corps. Systems categorized as low value are those that meet a set of ILC establish criteria that includes performance of a limited number of activities when compared to a business process model or those where activities are similarly being performed by other, more efficient systems. Such systems will then be evaluated against a set of factors to determine their end-state.

The SRAC will use a phased approach that ensures maximum participation by vested owners/users, minimum disruption to regular schedules, and optimum value to the IT re-engineering process. Figure C-7 shows a timeline for this approach.

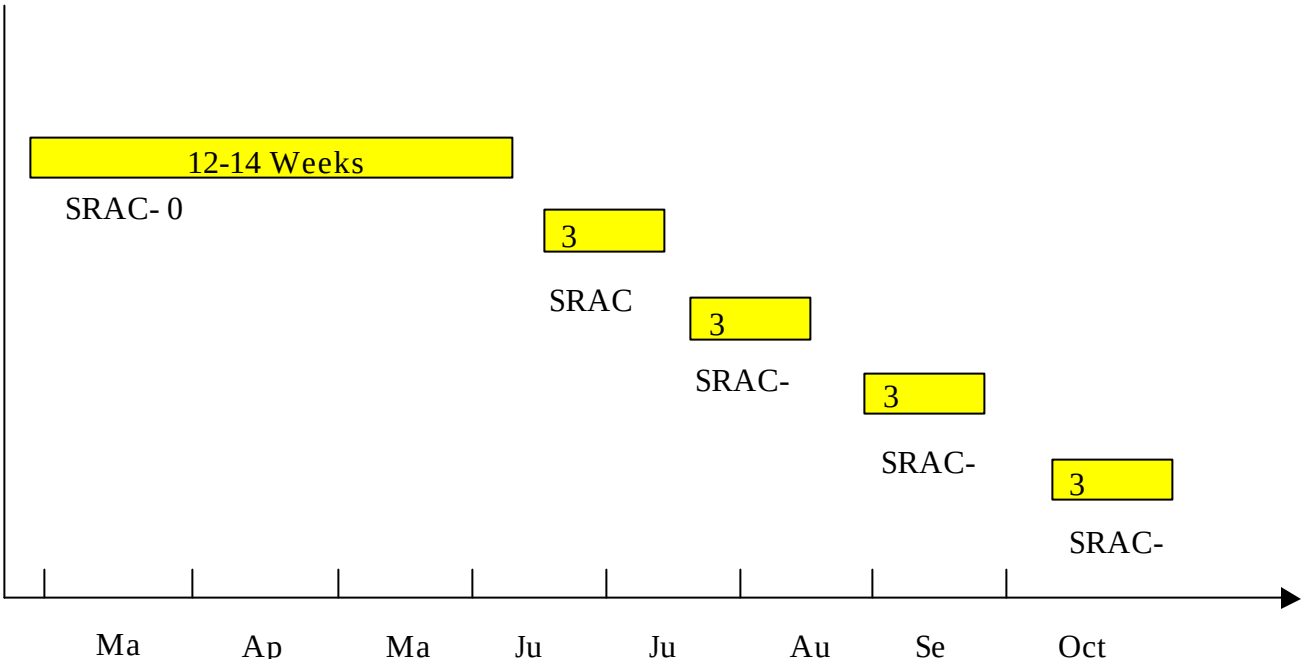


Figure C-7: SRAC high level timeline

Objective	The objectives of the SRAC include i. Create the portfolio of IT capabilities ii. Map existing legacy system to these capabilities iii. Create a detailed Migration Plan for legacy systems.
Summary	The entire SRAC process consists of an initial workshop for categorization of systems and four subsequent SRAC sessions for defining the specific migration projects. The initial workshop will catalog the legacy systems in detail and define the schedule & scope (list of systems) of future SRAC sessions. Each SRAC session will be provided by a list of systems (with details). The SRAC session will define the projects required to migrate the list of systems.
Core Team	Process Owner (PMIS) MCCDC - Requirements Definition MATCOM • MCLBA (G340) • MARCORSYSCOM (PM-IS) HQMC (I&L, C4I) MARFOR (LANT, PAC, RES) – Points of Contact for system owners / users
SRAC Timelines	• Portfolio Categorization Workshop (12-14 weeks including prep time) • SRAC Sessions (2-3 Weeks each)
Assumptions	• The Core Team will be dedicated full-time to SRAC sessions. • There will be full support and backing from sponsors.

Figure C-8: SRAC Effort

SRAC Portfolio Categorization Workshop

In SRAC – 0, the SRAC team is established and the LOG-IR Plan systems identified by function. The using community is notified of participation requirements and the workshop is conducted with them in order to map all systems functionality to process models, to categorize systems as high or low value or out of scope, and to gain buy-in from user / owners. Figure C-9 is a time line for SRAC-0. Figures C-10 through C-13 outline the efforts for the key elements of this phase.

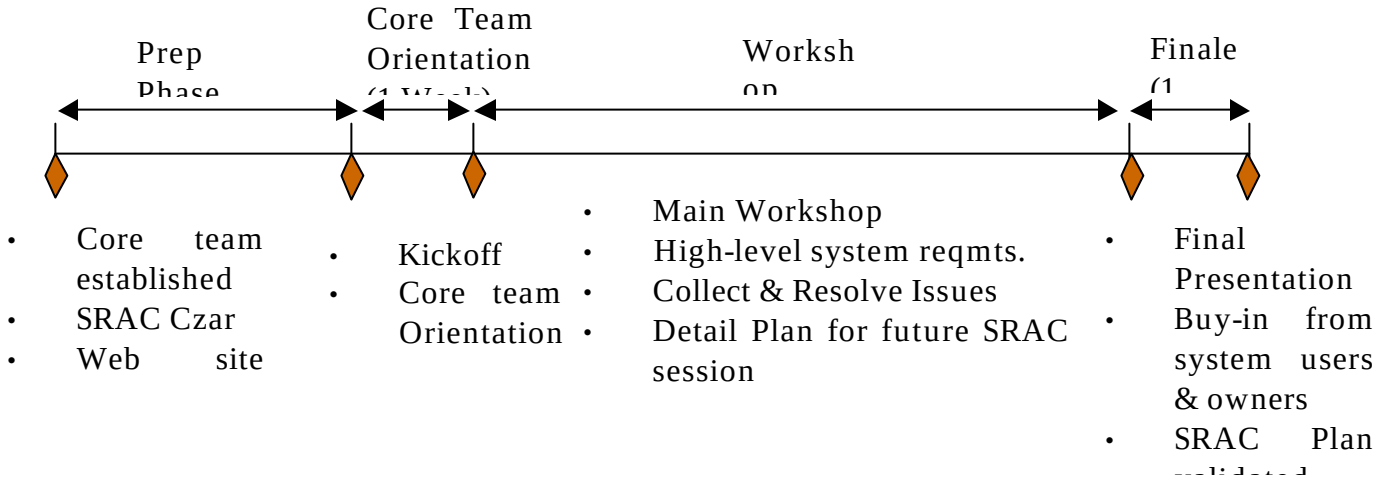


Figure C – 9: Timeline for SRAC 0

Objective	Gather information regarding legacy systems. Build the Core Team Prepare / plan for the Workshop Get buy-in from system users / owners
Participants	SRAC Core Team
Exit Criteria	Establish the SRAC Core Team. Craft & deliver a message to the legacy system owners. Create a Web site to communicate with SRAC participants and others. Develop RFP for workshop facilitation
Duration	2-3 Weeks
Assumptions / Notes	• The SRAC Core Team will be a dedicated group for the full duration of the SRAC. The SRAC "Czar" will the leader of the team. The team will be empowered to make the ultimate decisions regarding the migration of legacy systems.

Figure C-10: SRAC 0 - Prep

Objective	To orient all core team members regarding the workshop schedule and their roles. Organize legacy systems details (Questionnaire replies from system owners) Get buy-in from system users / owners
Participants	SRAC Core Team
Exit Criteria	Workshop schedule defined Core team member roles defined
Duration	1 Week

Figure C-11: SRAC 0 - Core Team Orientation

Objective	Catalog the legacy systems in detail (create a Portfolio) Define the schedule & scope (list of systems) of future SRAC sessions. Map legacy systems into a common Business Process Model, LOG IT Architecture
Participants	SRAC Core Team (full-time), Legacy System Owners / Users (as required), Facilitators
Exit Criteria	SRAC Session schedule & scope (list of systems) High level user requirements for future systems Data Strategy (including Common Data Elements) LOG IT Architecture Spec (including Messaging system specs) Common Business Process Model System dependencies (including interfaces / feeds)
Duration	9 Weeks
Assumptions/Notes	• To speed up the process the workshop will be divided into independent tracks with weekly checkpoints to coordinate their progress. • Individual tracks will detail the legacy systems - Business Process Model, Data Elements, System Interfaces (Feeds), and User Requirements. Redundancies and gaps in capabilities will be identified and used to categorize systems. • Throughout the workshop, the Business Process Model, LOG IT Architecture and Data Strategy will be refined.

Figure C-12: SRAC 0 - Workshop

Objective	To present to workshop participants the findings and

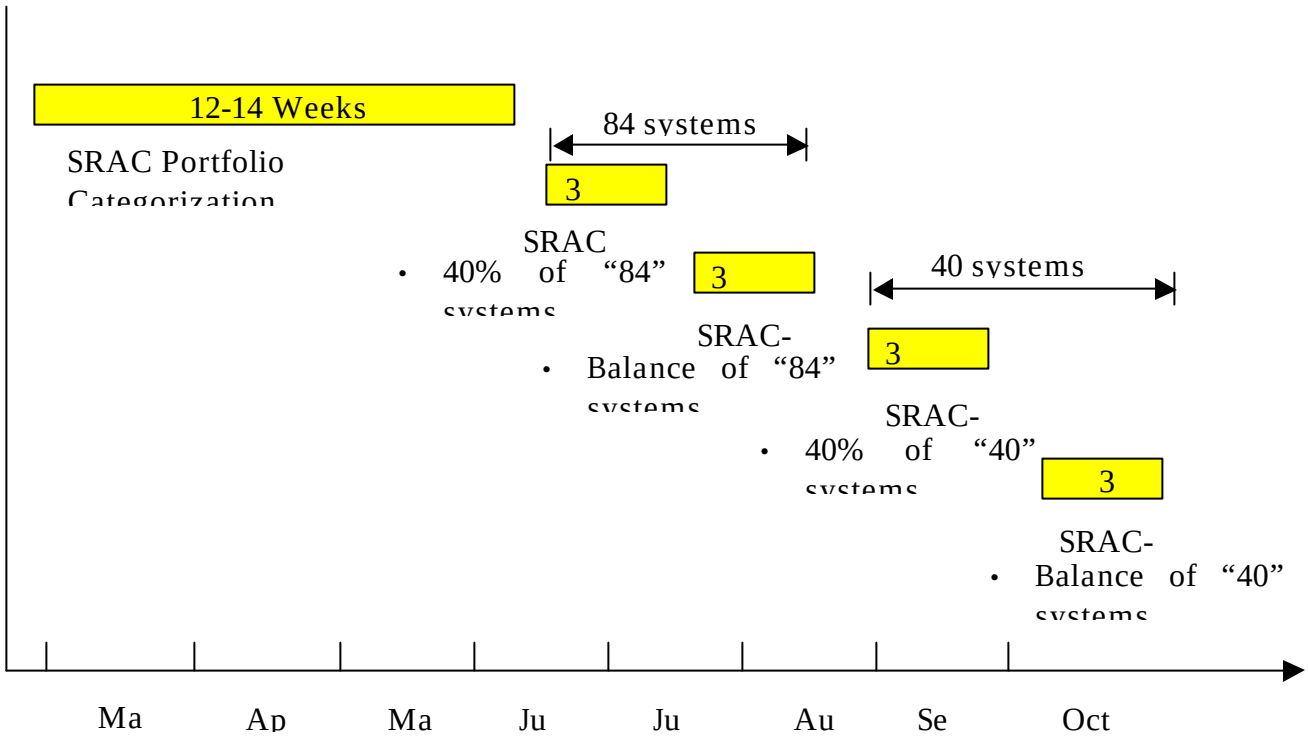
	recommendations. To get buy-in from system owners & users for the SRAC process To close on the SRAC schedule with a final list of systems.
Participants	All workshop participants, SRAC Sponsors, other interested parties
Exit Criteria	SRAC schedule with participants & final list of systems.
Duration	1 Week

Figure C-13: SRAC 0 - Finale

SRAC Sessions

In SRAC – 1, the resolution requirements are determined for 40% of low value systems; this includes identifying the migration requirements and system retirement requirements. In SRAC - II, the process is repeated for the remaining low value systems. SRAC - III will review 40% of high value systems and SRAC – IV will review all remaining systems. Figure C-14 shows the timeline of the SRAC sessions

Fig C-14: SRAC Session Timeline



Objective	To define the specific projects for migrating the provided list of systems into the new LOG IT architecture
Participants	SRAC Core Team, System Owners
Exit Criteria	• Projects with detailed scope definitions (high level requirements) and timelines • Business Case
Duration	3 Weeks (each Session)
Assumptions / Notes	• The schedules, scope and list of participants of each SRAC Session will be defined in the initial SRAC Portfolio Categorization workshop. • Each SRAC session will further detail the legacy systems under consideration and define the project(s) necessary to migrate to the new LOG IT architecture.

Figure C-15: outlines the effort of the SRAC sessions

High Level IT Timeline

Figure C-16 shows a timeline that includes the Course of Action IT Requirements, the SRAC Process, and the TC-AIMS II / ATLASS II+ messaging backbone implementation.

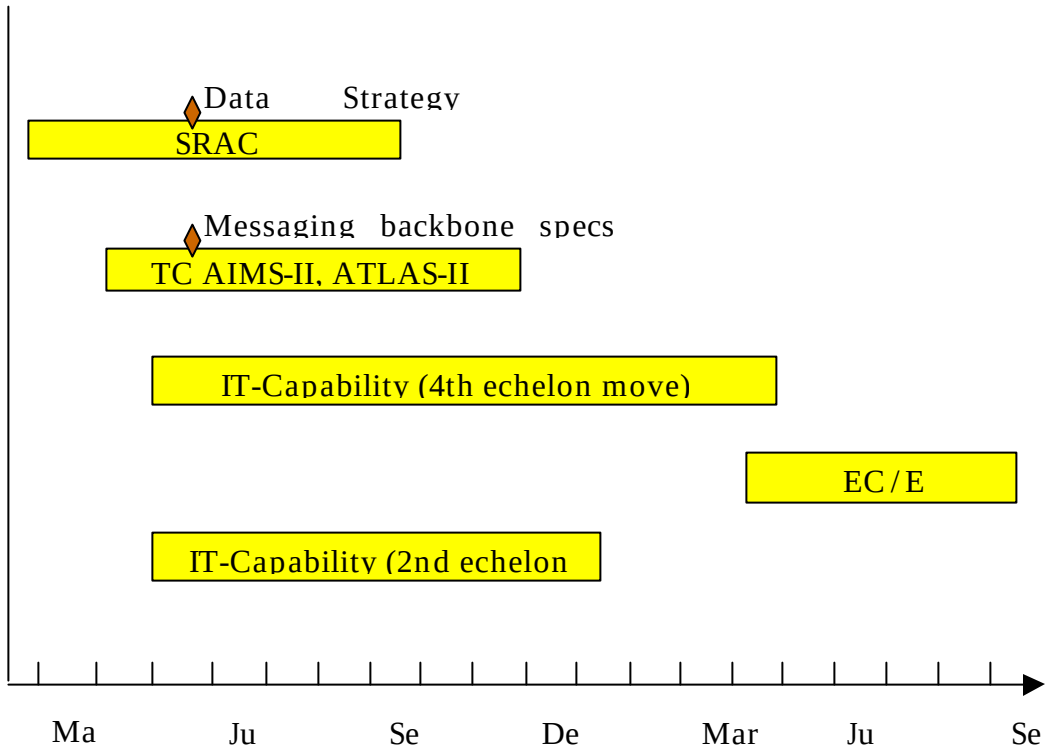


Figure C-16: High level IT Timeline

Next Steps

The actions outlined previously are relatively short-term solutions and represent a foundation. They do not cover the breadth of Log IT requirements. The following lists of actions build on the foundation laid out during ILC.

1. Total Asset Visibility.
   Current TAV capabilities are based on a Joint initiative (JTAV) and the action previously described in Step 1 only addresses secondary reparable. A comprehensive TAV strategy for the Marine Corps is still required. This strategy should specify what information is required by organizational level (CINC, MARFOR, MEF, BN, etc.), appropriate timeliness for updates, business rules for decision-making related to asset visibility and management of the information.

2. Decision Support Tools
   The development of the decision support systems within the LOG IT architecture is dependent on identifying decision support requirements and developing a data warehouse capability. Two immediate requirements that are an outgrowth of the ILC include:

   - Quadrant Decision Support.
     This capability would assist planners in determining which segment of the quadrant model any product should reside for management. It would also allow planners to do "what-if" drills and to analyze the results of decisions.

   - Sustainment/Distribution Decision Support.
     This capability would assist planners in determining sustainment and distribution requirements based on consumption and throughput utilization. This tool would allow planners to develop initial requirements based on established factors and then compare planning rates against actual events. Based on that comparison, the tool would flag deviations or exceptions and provide recommended corrective action.

3. Coordination of inter-related logistics programs
   LOG IT responsibilities should include a centralized role in coordinating the development of policy and requirements for equipment prognostics and diagnostics capabilities. At the program management level, this must be an integrated effort and should be driven by Log IT strategy. The built in diagnostics of any weapon system is significantly more effective if those diagnostics are supported by Integrated Electronic Technical Manuals (IETMs) and if the diagnostics and the IETMs are integrated to the IT that supports the maintenance and supply process.

4. DSS and Modeling and Simulation Integration
   As decision support system capabilities are developed they should be integrated with appropriate modeling and simulation efforts in order to support strategic

decisions regarding acquisition as well as CSS and logistics course of action development.

5. Metrics Management
   Metrics must be established and managed that provide support in measuring effectiveness, costs and return on investment resulting from IT initiatives.